Briefing on 16th to BAS on mgt philo re STL and control over Lockheed

~~CONFIDENTIAL~~

NOTES ON WS-117L MANAGEMENT 8 April 1958

1. Steering Task Group

A reasonably complete treatment of this subject is contained in the attached memorandum. However, it is worth repeating that a Steering Task Group is no substitute for detailed, daily, line direction of a program. It is a device for insuring that the top managers involved meet on a regular basis so as to insure current major problems are understood, recognized and under attack at the proper levels.

2. STL Role

The extent to which STL participates in the program is to some extent dependent upon the action following Mr. Douglas' current efforts with the principal officers of the corporations concerned. However, benefit can be derived from interim arrangements which can be implemented immediately. In essence these would be to create within STL a group, presumably small, attached directly to the WDD Program Office for the purpose of performing technical analyses and staff assistance. It would not seem to be politic to delegate to this group any "technical direction" powers of the kind normally exercised by the R-W contingents in other programs. On the other hand, there seems no reason why they should not be engaged in "systems engineering".

3. Program Records

In the past the program records, particularly schedules, have been notably skimpy - at least insofar as the operation of the Program Control Room and the related procedures are concerned. Inquiry reveals that a major re-work of Program Control Room data is commencing and that current plans visualize the conversion of the ballistic missile program into the new format in advance of undertaking WS-117L data. It might be wise to reverse the order of these undertakings so that the -117L program becomes the first to be recorded under the new scheme. Particularly significant is the fact that the new program records will indicate in milestone-by-milestone fashion of the responsible persons or office. This is a very desirable feature.

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4. Lockheed Monthly Meetings

In view of the fact that the WS-117L program as a whole will require major inputs from activities and sources other than Lockheed, it might be worthwhile to consider moving the location of the monthly meetings now held at Palo Alto to Inglewood where there is a possibility of greater participation by individuals in the complex.

5. TIROS/-117L Program

The reason for withholding R-W participation as full scale systems engineering and technical director participation in the program has been their involvement in the data handling and infra-red systems. These systems are not involved in the TIROS/-117L program. The possibility, therefore, exists that the TIROS/-117L can be sufficiently divorced from the balance of the program so that R-W might play a more potent part.

6. Utilization of BMC

Private inquiry reveals that admirable corporation and mutual support exists between the Program Office and the BMO contingent therein. Since the local management complex must handle through Lockheed many of the things currently handled direct with associate contractors in other programs, it is important that this relationship be continued and that the full capabilities of the AMC be utilized so that the performance of subordinate tiers of sub-contractors and suppliers can be closely monitored and stimulated.

1 Incl
Cy Memo for Gen Schriever,
12 Mar 58, subj: Summary of
Findings of WS-117L Mgmt Proj
w/1 Incl